

EXECUTIVE SUMMARY

THE DEVELOPMENT OF NURSE'S COMMITMENT MODEL BASED ON FOCI OF COMMITMENT AND THREE COMPONENT MODELS TO REDUCE TURNOVER INTENTION

Nurul Hikmatul Qowi

Currently, turnover intention is the desire of employees to leave the organization. Turnover intention could be caused by highly demanding task, overtime shifts, complicated work relationship, and lack of opportunities for career development. Highly nurse's turnover will disrupt hospital operation. One of the effort that could be done is through increasing the nurse's commitment. This study was conducted to develop a model of nurse's commitment as an effort to reduce nurse's turnover intention in the hospital.

This research was developed based on organizational commitment model, foci of commitment (commitment to organization/ hospital), commitment to head of room, commitment to work group, and occupational commitment), three component model (affective, sustainable, and normative commitment), and organizational factors that influence turnover intention. The development of this commitment model looks at individuals with different mindsets and targets of commitment. This different target of commitment has the same goal, that is, for the nurse to stay in the hospital.

This study has two stages, on the first stage researcher used an observational analytic design. Study population were nurses who work in nursing service units, i.e as many as 297 nurses, with 119 nurses as sample study from all units. Data were analyzed using partial least square. Focus Group Discussion with the nursing manager, the head of nursing service unit, head nurses and the executive nurses were conducted in purpose to find solutions on the strategic issues which have been discovered. The modules were arranged with experts as materials for the provision of intervention. In the second stage, researcher used experimental quasy design with two subjects, control and intervention group.

Population were professional nurses as many as 26 nurses with 21 nurses as sample study for intervention group, and 19 nurses for control group. Data were analyzed using paired t test and independent t test with $\alpha < 0,05$.

The result of the first stage showed, there were significant influence of nurse's characteristic factors (age and need for achievement) toward nurse's commitment ($t = 3,023 > 1,96$); job characteristics (task identity, optional interaction, feedback) on nurse's commitment ($t = 2,493 > 1,96$); work experience factors (nurse's attitude, organizational dependability, personal importance and met expectations) on nurse's commitment ($t = 2,320 > 1,96$); organizational factors (management style, empowerment, role perception, career development and salary) to the nurse's commitment ($t = 2,215 > 1,96$); nurse's commitment (commitment to hospital, head nurse, workgroup and occupational commitment) to the turnover intention ($t = 2,048 > 1,96$); nurse's characteristics on the turnover intention ($t = 2,415 > 1,96$); job characteristics on the turnover intention ($t = 2,111 > 1,96$); work experience on the turnover intention ($t = 2,000 > 1,96$) and organizational factors on the turnover intention ($t = 2,190 > 1,96$). The second stage results based on paired t test were showed no significant difference of turnover intention in the control group ($p = 0,168$). However, there was significant difference of turnover intention in the intervention group ($p = 0,040$). The result of independent t test showed, there were no significant effect of nurse's commitment to work group (nursing staff) module to the nurse's turnover intention ($p = 0,503$).

This nurse's commitment model was influenced by several factors including nurse's characteristics, job characteristics, working experience, and organization. The development of this nurse's commitment model may influence the turnover intention and may performed by the hospital as an effort to retain the nurses. Hospital should develop nurse's commitment, not only organizational commitment, but also nurse's commitment to the head nurse, commitment to workgroup, and occupational commitment.

RINGKASAN

**PENGEMBANGAN MODEL KOMITMEN PERAWAT BERDASARKAN
FOCI OF COMMITMENT DAN MODEL TIGA KOMPONEN UNTUK
MENURUNKAN *TURNOVER INTENTION* PERAWAT**

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Turnover intention yaitu keinginan karyawan untuk meninggalkan organisasi saat ini. *Turnover intention* ini dapat disebabkan oleh kelebihan beban kerja, pergeseran kerja yang panjang, hubungan kerja yang kompleks, dan kurangnya kesempatan untuk perkembangan karir. *Turnover* perawat yang tinggi akan mengganggu proses operasional rumah sakit. Salah satu upaya yang dapat dilakukan yaitu melalui peningkatan komitmen perawat. Penelitian ini dilakukan untuk mengembangkan model komitmen perawat sebagai upaya penurunan *turnover intention* perawat di rumah sakit.

Penelitian ini dikembangkan berdasarkan model komitmen organisasi, *foci of commitment* (komitmen pada organisasi (rumah sakit), komitmen pada kepala ruangan, komitmen pada kelompok kerja, dan komitmen pada pekerjaan), model tiga komponen (komitmen afektif, berkelanjutan, dan normatif), dan faktor organisasi yang mempengaruhi *turnover intention*. Pengembangan model komitmen ini memandang individu yang memiliki pola pikir dan target komitmen yang berbeda-beda. Target komitmen yang berbeda ini mempunyai tujuan yang sama, yaitu agar perawat bertahan di rumah sakit.

Penelitian ini memiliki dua tahap, tahap yang pertama menggunakan desain analitik observasional. Populasi dalam penelitian ini yaitu perawat yang bekerja di pelayanan keperawatan, yaitu sebanyak 297 perawat dengan sampel 119 perawat dari semua unit pelayanan keperawatan. Data dianalisis menggunakan *partial least square*. *Focus Group Discussion* dengan kepala bidang keperawatan, kepala pelayanan keperawatan, kepala ruangan, dan perawat pelaksana dilakukan untuk mencari solusi dari isu strategis yang telah ditemukan. Modul disusun bersama pakar sebagai bahan untuk pemberian intervensi. Tahap penelitian kedua menggunakan desain *quasy experimental* pada kelompok kontrol dan intervensi. Populasi yang digunakan yaitu perawat pelaksana di satu ruangan

sebanyak 26 perawat dengan sampel 21 perawat di kelompok perlakuan, dan 19 perawat di kelompok kontrol. Analisis data menggunakan *paired t test* dan *independent t test* dengan $\alpha < 0,05$.

Hasil penelitian pada tahap pertama yaitu ada pengaruh signifikan faktor karakteristik perawat (usia, keinginan berprestasi) terhadap komitmen perawat ($t=3,023 > 1,96$). Ada pengaruh signifikan karakteristik pekerjaan (identitas pekerjaan, interaksi opsional, umpan balik) terhadap komitmen perawat ($t=2,493 > 1,96$). Ada pengaruh signifikan faktor pengalaman kerja (sikap perawat, keterandalan organisasi, perasaan dipentingkan, realisasi harapan) terhadap komitmen perawat ($t=2,320 > 1,96$). Ada pengaruh signifikan faktor organisasi (gaya manajemen, pemberdayaan, persepsi peran, pengembangan karir, gaji) terhadap komitmen perawat ($t=2,215 > 1,96$). Ada pengaruh signifikan komitmen perawat (komitmen pada rumah sakit, kepala ruangan, kelompok kerja (perawat), pekerjaan) terhadap *turnover intention* ($t=2,048 > 1,96$). Ada pengaruh signifikan karakteristik perawat terhadap *turnover intention* ($t=2,415 > 1,96$). Ada pengaruh signifikan karakteristik pekerjaan terhadap *turnover intention* ($t=2,111 > 1,96$). Ada pengaruh signifikan pengalaman kerja terhadap *turnover intention* ($t=2,000 > 1,96$). Ada pengaruh signifikan faktor organisasi terhadap *turnover intention* ($t=2,190 > 1,96$). Adapun hasil penelitian tahap 2 yaitu berdasarkan uji *paired t test* menunjukkan tidak ada beda *turnover intention* pada kelompok kontrol ($p = 0,168$) dan ada beda *turnover intention* pada kelompok perlakuan ($p = 0,040$). Hasil uji *independent t test* menunjukkan tidak ada pengaruh modul komitmen perawat pada kelompok kerja terhadap *turnover intention* perawat ($p=0,503$).

Model komitmen perawat ini dipengaruhi oleh beberapa faktor yaitu karakteristik perawat, karakteristik pekerjaan, pengalaman kerja, dan organisasi. Pengembangan model komitmen perawat ini dapat mempengaruhi *turnover intention* dan dapat dilakukan oleh rumah sakit sebagai upaya untuk meretensi perawat. Rumah Sakit dapat melakukan upaya penurunan *turnover intention* melalui peningkatan komitmen perawat yang meliputi komitmen pada rumah sakit, komitmen pada kepala ruangan, komitmen pada kelompok kerja (perawat), dan komitmen pada pekerjaan.

ABSTRACT

THE DEVELOPMENT OF NURSE'S COMMITMENT MODEL BASED ON FOCI OF COMMITMENT AND THREE COMPONENT MODELS TO REDUCE *TURNOVER INTENTION*

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Introduction: The purpose of this study were to develop a nurse's commitment model as an effort to reduce turnover intention and improve nursing service. **Method:** Observational analytic design used in the first stage within 119 nurses. Data were analyzed using partial least square (PLS). Experimental quasy design used in the second stage within 21 nurses as intervention group and 19 nurses as control group. Data were analyzed using the paired t test and independent t test. **Results and analysis:** There were significant influence of nurse's characteristic on nurse's commitment ($t = 3.023$); job characteristics on nurse's commitment ($t = 2.493$); work experience on nurse's commitment ($t = 2.320$); organizational factors on nurse's commitment ($t = 2.215$); and nurse's commitment to the turnover intention ($t = 2.048$). There were significant influence of nurse's characteristic on turnover intention ($t = 2.415$); job characteristics on turnover intention ($t = 2.111$); work experience on turnover intention ($t = 2.000$); and organizational factors on turnover intention ($t = 2.190$). In the second stage, paired t test showed non-significant difference of turnover intention in the control group ($p = 0.168$) and there was significant difference of turnover intention in the intervention group ($p = 0.040$). Independent t test showed there was non-significant effect of nurse's commitment to work group module to the nurse's turnover intention ($p = 0.503$). **Discussion:** Nurse's commitment model was influenced by nurse's characteristics, job characteristics, work experience, and organization. The development of nurse's commitment model may reduce turnover intention among nurses.

Keywords: Nurse, Foci of commitment, model, Turnover intention

ABSTRAK

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Pengantar: penelitian ini dilakukan untuk mengembangkan model komitmen perawat sebagai upaya menurunkan *turnover intention* perawat, sehingga dapat meningkatkan pelayanan keperawatan di rumah sakit. **Metode:** Tahap pertama yaitu menggunakan desain analitik observasional dengan sampel 119 perawat. Data dianalisis menggunakan *partial least square* (PLS). Isu strategis dirumuskan melalui focus group discussion (FGD). Tahap kedua penelitian ini menggunakan desain *quasy eksperimental* untuk mengetahui pengaruh komitmen perawat pada kelompok kerja (perawat) terhadap *turnover intention*. Penelitian tahap 2 ini memiliki sampel 40 perawat, 21 perawat pada kelompok perlakuan dan 19 perawat pada kelompok kontrol. Pada tahap kedua, data dianalisis menggunakan uji *paired t test* dan *independent t test*. **Hasil dan analisis:** ada pengaruh signifikan faktor karakteristik perawat terhadap komitmen perawat ($t=3,023>1,96$). Ada pengaruh signifikan karakteristik pekerjaan terhadap komitmen perawat ($t=2,493>1,96$). Ada pengaruh signifikan faktor pengalaman kerja terhadap komitmen perawat ($t=2,320>1,96$). Ada pengaruh signifikan faktor organisasi terhadap komitmen perawat ($t=2,215>1,96$). Ada pengaruh signifikan komitmen perawat terhadap *turnover intention* ($t=2,048>1,96$). Ada pengaruh signifikan karakteristik perawat terhadap *turnover intention* ($t=2,415>1,96$). Ada pengaruh signifikan karakteristik pekerjaan terhadap *turnover intention* ($t=2,111>1,96$). Ada pengaruh signifikan pengalaman kerja terhadap *turnover intention* ($t=2,000>1,96$). Ada pengaruh signifikan faktor organisasi terhadap *turnover intention* ($t=2,190>1,96$). Pada tahap kedua, hasil uji *paired t test* menunjukkan tidak ada beda *turnover intention* pada kelompok kontrol ($p = 0,168$) dan ada beda *turnover intention* pada kelompok perlakuan ($p = 0,040$). Hasil uji *independent t test* menunjukkan tidak pengaruh terdapat modul komitmen perawat pada kelompok kerja terhadap *turnover intention* perawat ($p=0,503$). **Diskusi:** Model komitmen perawat dipengaruhi oleh karakteristik perawat, pekerjaan, pengalaman kerja, dan organisasi. Pengembangan model komitmen perawat dapat menurunkan *turnover intention*

Kata kunci: Perawat, *Foci of commitment*, Model, *Turnover intention*